

# Organizational Commitment of People Working For Turkish Sports Management Organizations In Terms of Some Variables

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## Abstract

The aim of this study is to identify and examine the organizational commitment levels of the people working for General Directorate of Sports and Sports Federations that form the main structure of Turkey national sports management organization regarding some variables. Sampling of the study consisted of 105 female and 142 male, totally 247 participants whose age averages were  $40.53 \pm 9.86$  working for General Directorate of Sports and Sports Federations that form the main structure of Turkish national sports management organization. Organizational Commitment Questionnaire (OCQ) was used to identify organizational commitment levels of the employers. Since the data did not meet the parametric hypotheses, non-parametric Kruskal-Wallis and Man-Whitney U tests were used to analyze organizational commitment levels in terms of variables. Results of the analysis revealed that organizational commitment and its sub dimensions emotional, normative and attendance commitment levels were at moderate level. Considering education levels, getting in-service training and quality in-service training conditions, there was not any significant difference at organizational commitment level and sub dimensions; however, there were significant differences in terms of the ages, marital statuses, the institution they worked for, their position, and whether they chose their job voluntarily or not. In conclusion, the ones who were above 40, married, working for federation, chose their jobs voluntarily, were senior executives, and section leaders had higher organizational commitment levels

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**Keywords:** Sports Management, Organizational Commitment, Government Employees, Public Officer, Public Servant

## Introduction

The researches on organizational commitment go back to 1950s. The most commonly acknowledged researchers on this subject are Becker (1960), Etzioni (1961), Kanter (1968), Mowday, Steers and Porter (1979), O'Reilly and Chatman (1986) and Allen and Meyer (1990). General principles set by those researchers have still been used by various recent studies in the field (Erdoğan, 2013). The appearance of positive relationship between organizational commitment and organizational effectiveness, productivity, performance and trust among individuals, and negative relationship between organizational commitment and absenteeism and employee turnover rates in recent years has made it more significant (Marchiori & Henkin, 2004).

Organizational commitment is the psychological commitment of an employee to the organization including his or her beliefs towards the values of the organization, loyalty, and participation to work (O'Reilly, 1989). For this reason, every organization aims at increasing the commitment of its employees to the organization. Studies show that the individuals with higher organizational commitment are better at fulfilling the duties assigned by the organization. Individuals with higher organizational commitment want to stay in the organization and spend efforts for the goals of the organization (George & Margaret, 1990).

It is claimed that the individuals with higher organizational commitment have a tendency to work with higher productivity even under less control and discipline conditions; have relatively higher performances; consider the expediencies of the organization more rather than their individual profits in terms of the position they desire in the organization; and have trustworthy, sincere and frank behaviors in the organization (Arnold & Feldman, 1986).

Regarding the factors that are thought to be effective in terms of organizational commitment, it can be seen that they are individual and organizational factors in general. Factors such as role conflicts of the individual, satisfaction level, role stress, and the scope, requirements, and conditions of the job that are the work related factors might affect the commitment of an individual to an organization. Various researchers have studied on the relationship between factors related to the professional role of an individual such as role conflicts and role ambiguity and organizational commitment so far, and found out that there was a negative correlation between them (Wiener, 1982).

Main indicators of organizational commitment are adopting the goals and values of the organization; sacrificing for the organization; feeling a strong desire for the continuation of the organizational membership; identification with the organization; and internalization (İnce & Gül, 2005). Studying on the organizational commitment concept, it can be seen that it

was examined under three different perspectives including attitudinal commitment (Approach of Kanter, Etzioni, O'Reilly and Chatman, Penley and Gould, and Meyer and Allen), behavioral commitment (Approach of Becker and Salancik), and multiple commitment. Organizational behavior theory approaches the organizational commitment in the framework of attitudinal commitment, and social psychology theory takes it in terms of behavioral commitment perspective (Mowday, Steers & Porter, 1982).

It is suggested that organizational commitment not only contributes to the increase in the performance of the employee, but also it leads the individual into a set of actions that are necessary for the success of the system (Katz & Kahn, 1977). Thus, conducting studies on the organizational commitments of the employees of sports management institutions that identify and accomplish national sports policies and variables affecting this commitment is considered worth studying on.

As a result of these, the aim of this study is to identify and examine the organizational commitment levels of the people working for General Directorate of Sports and Sports Federations that form the main structure of Turkish national sports management organization regarding some variables. With respect to this aim, an answer for “Do the organizational commitments of people working for National sports management institutions change in terms of some variables?” was investigated.

## **Methodology**

### **Participants**

Sampling of the study consisted of 142 male and 105 female, totally 247 participants working for General Directorate of Sports and Sports Federations that form the main structure of Turkish national sports management organization.

### **Instruments**

The form that was used as the data collection tool in the study consisted two parts. The first part included demographic questions about the participants and the second part included Organizational Commitment Questionnaire (OCQ) developed by Meyer et. al (1993) and adapted to Turkish by Wasti (2000) with validity and reliability to identify organizational commitment levels of the employees. The questionnaire is based on three main components that are emotional commitment, attendance commitment, and normative commitment. According to the reliability analysis of the scale for this study, internal consistency reliability was found to be .76 (Cronbach alpha).

## Statistical Analyses

Frequency and percentage calculations were made to find out demographic characteristics and organizational commitment levels of the employees. Group distribution of the variables were examined, and since parametric hypotheses were not fulfilled considering the homogeneity of variances Mann-Whitney U test was applied to identify differences in terms of receiving in-service training on organizational commitment and quality, age, marital status, gender, the institution the participant working for, and whether the participant voluntarily chose that job or not; and Kruskal-Wallis-H test was used for education levels and position variables.

## Results

The analysis on findings revealed that there was not any significant difference at education level, receiving in-service training for organizational commitment and in-service training for quality sub dimensions; however, ages of the employees, marital statuses, the institution they worked for, their position, and whether they chose the job voluntarily or not items revealed significant differences.

Table 1. Arithmetic mean and standard deviation values of organizational commitment and its sub-dimensions

	N=(247)			
	$\bar{x}$	ss	Min	Max.
Emotional Commitment	3,03	1,01	1	5
Normative Commitment	2,93	0,59	1,33	4,17
Attendance Commitment	2,77	0,72	1	4,67
Organizational Commitment	2,91	0,63	1,44	4,28

It can be seen that organizational commitment and emotional commitment, attendance commitment, and normative commitment that are its sub-dimensions were at average level.

Table 2. Comparison of organizational commitment and its sub-dimensions in terms of age variable

	Age	N	Mean Rank	Mean Sum	U	z	p
Emotional Commitment	22-40	128	111,32	14249,00	5993,000	-2,902	,004*
	40 and above	119	137,64	16379,00			
Normative Commitment	22-40	128	118,50	15168,00	6912,000	-1,262	,207
	40 and above	119	129,92	15460,00			
Attendance Commitment	22-40	128	126,76	16225,00	7263,000	-,633	,527
	40 and above	119	121,03	14403,00			
Organizational Commitment	22-40	128	115,94	14840,00	6584,000	-1,841	,066
	40 and above	119	132,67	15788,00			

\*p<0.05

Results of Mann-Whitney U test that was used to test organizational commitment and its sub-dimension points in terms of age showed that emotional commitment sub-dimension scores of employees who were 40 and above were higher than the ones between the ages of 22 and 40 [ $Z(247)=2,902;p<0.05$ ;Table 2].

Table 3. Comparison of organizational commitment and its sub-dimensions in terms of marital status variable

	Marital Status	N	Mean Rank	Mean Sum	U	z	p
Emotional Commitment	Married	172	130,23	22399,00	5379,000	-2,081	,037*
	Single	75	109,72	8229,00			
Normative Commitment	Married	172	127,15	21870,00	5908,000	-1,056	,291
	Single	75	116,77	8758,00			
Attendance Commitment	Married	172	123,79	21292,50	6414,500	-,069	,945
	Single	75	124,47	9335,50			
Organizational Commitment	Married	172	128,78	22150,50	5627,500	-1,594	,111
	Single	75	113,03	8477,50			

\* $p<0.05$

Results of Mann-Whitney U test that was used to test organizational commitment and its sub-dimension points in terms of marital status showed that married employees had higher emotional commitment scores than their single counterparts [ $Z(247)=2,081;p<0.05$ ;Table 3].

Table 4. Comparison of organizational commitment and its sub-dimensions in terms of institution variable

	Institution	N	Mean Rank	Mean Sum	U	z	p
Emotional Commitment	GDS	179	116,09	20780,50	4670,500	-2,832	,005*
	FED.	68	144,82	9847,50			
Normative Commitment	GDS	179	116,85	20915,50	4805,500	-2,568	,010*
	FED.	68	142,83	9712,50			
Attendance Commitment	GDS	179	121,12	21680,00	5570,000	-1,035	,301
	FED.	68	131,59	8948,00			
Organizational Commitment	GDS	179	115,45	20665,50	4555,500	-3,054	,002*
	FED.	68	146,51	9962,50			

Results of Mann-Whitney U test that was used to test organizational commitment and its sub-dimension points in terms of institution showed that employees working for federations were significantly higher than the ones working for General Directorate of Sports in terms of organizational commitment [ $Z(247)=3,054;p<0.05$ ], emotional commitment [ $Z(247)=2,832;p<0.05$ ] and normative commitment [ $Z(247)=2,568;p<0.05$ ] sub-dimension scores (Table 4).

Table 5. Comparison of organizational commitment and its sub-dimensions in terms of position variable

	Position	N	Mean Rank	sd	$\chi^2$	p
Emotional Commitment	Civil Servant	193	118,71	3	20,564	,000*
	Section Head	22	102,77			
	Department Head	18	148,58			
	Senior Executive Officer	14	198,68			
Normative Commitment	Civil Servant	193	123,31	3	5,397	,145
	Section Head	22	99,64			
	Department Head	18	146,42			
	Senior Executive Officer	14	142,96			
Attendance Commitment	Civil Servant	193	120,26	3	13,915	,003*
	Section Head	22	100,09			
	Department Head	18	150,72			
	Senior Executive Officer	14	178,79			
Organizational Commitment	Civil Servant	193	119,38	3	22,530	,000*
	Section Head	22	92,41			
	Department Head	18	157,94			
	Senior Executive Officer	14	193,71			

\*p&lt;0.05

Results of Kruskal-Wallis-H test that was used to test organizational commitment and its sub-dimension points in terms of position variable showed that organizational commitment level [ $\chi^2(3)=22,530;p>0.05$ ], emotional commitment [ $\chi^2(3)=20,564;p>0.05$ ] and attendance commitment [ $\chi^2(3)=13,915;p>0.05$ ] sub-dimensions revealed significant difference (Table 5). Paired comparisons demonstrated that the ones working at civil servant and head civil servant positions had lower scores than the ones working at section leader and senior official positions, and section leader and senior officials had lower scores than the ones working at senior executive positions.

Table 6. Comparison of organizational commitment and its sub-dimensions in terms of whether they voluntarily chose their job or not variable

	Choosing the Job Voluntarily	N	Mean Rank	Mean Sum	U	z	p
Emotional Commitment	Yes	194	129,86	25192,00	4005,000	-2,473	,013*
	No	53	102,57	5436,00			
Normative Commitment	Yes	194	127,94	24820,50	4376,500	-1,668	,095
	No	53	109,58	5807,50			
Attendance Commitment	Yes	194	128,87	25001,50	4195,500	-2,064	,039*
	No	53	106,16	5626,50			
Organizational Commitment	Yes	194	130,68	25351,00	3846,000	-2,811	,005*
	No	53	99,57	5277,00			

\*p&lt;0.05

Results of Mann-Whitney U test that was used to test organizational commitment and its sub-dimension points in terms of whether employees voluntarily chose their job or not variable showed that organizational commitment levels of the ones who chose their jobs voluntarily were higher than the ones who compulsorily chose it with  $[Z(247)=2,811;p<0.05]$  organizational commitment scores, with  $[Z(247)=2,473;p<0.05]$  emotional commitment scores, and with  $[Z(247)=2,064;p<0.05]$  attendance commitment scores (Table 6).

## Discussion and Conclusion

This study was conducted to identify the organizational commitment levels of the people working for General Directorate of Sports and Sports Federations. Results of the study showed that organizational commitment and its sub dimensions emotional, normative and attendance commitment levels were at moderate level. Results of the study conducted by Tekin et. al. (2014) had similarities with this study in terms of organizational commitment levels in general.

According to organizational commitment and its sub-dimension points related to age variable, emotional commitment sub-dimension scores of employees who were 40 and above were higher than the ones between the ages of 22 and 40. Similarly, the research conducted by Kavacık, Baltacı and Yıldız implied that the higher the age, the higher the emotional commitment, but the lower the attendance commitment was. As for the study conducted by Durna and Eren (2005) there was a relationship between emotional and normative commitment and age whereas there was not any relationship between attendance commitment and age. Boylu et. al (2007) and Özkaya et.al (2006) found significant differences between the ages of the employees and their attendance commitment levels in their studies. In addition to these, various studies in literature suggest that the higher the age becomes the higher the organizational commitment increases (Yalçın & İplik 2005; Keleş 2006; Bozkurt, 2007:232; Çolakoğlu, Ayyıldız & Cengiz, 2009; Kuusio et. al., 2010; Khan et. al., 2010). There are studies in literature suggesting no significant difference in terms of emotional, normative and attendance commitment of the employees regarding various age groups (Çolakoğlu, Ayyıldız & Cengiz, 2009; Gülova & Demirsoy, 2012; Örucü & Kışlalioğlu, 2014).

According to organizational commitment and its sub-dimension points related to marital status variable, it was found out that married employees had higher emotional commitment sub-dimension scores than the single ones. This situation can be explained with the fact that married employees had more financial loads and responsibilities than their single counterparts, and thus they had more responsibility feeling. Parallel with our

study, Samadov (2006) and Karaca (2001) found out in their studies that married employees had higher commitment levels. Moreover, Durna and Eren (2005) and Özkaya et. al. (2006) found out that there was a relationship between marital status and emotional and normative commitment. Gözen (2007) stated that there was a relationship between all dimensions and marital status. Furthermore, Kavacık, Baltacı and Yıldız (2013) stated that there were statistically significant differences between marital status and all three sub-dimensions. On the other hand various studies claimed that there was no significant difference between marital status and organizational commitment (Tiryaki, 2005; Güçlü, 2006; Bozkurt, 2007; Çolakoğlu, Ayyıldız & Cengiz, 2009; Nartgün & Menep, 2010; Gülova & Demirsoy, 2012).

Regarding organizational commitment and its sub-dimension points related to institution variable, organizational commitment level of the ones working for federations were significantly higher than the ones working for General Directorate of Sports in terms of emotional and normative commitment levels. Although both these institutions were government foundations, General Directorate of Sports' being administered from central head office, and federations' being autonomous institutions, and the number of employers' being limited to 5 to 10 for each federation were considered to be the factors positively affecting organizational commitment of the employers.

Organizational commitment level, and emotional and attendance commitment level of the employees who chose their jobs voluntarily were higher than the ones who did not. This finding implies that awareness level of the ones who chose the institution voluntarily were higher, thus their organizational commitment levels and predictions related to the authorities and responsibilities in the institution were higher and conscious as well.

Organizational commitment level, and emotional and attendance commitment sub-dimension levels of the employees showed some differences in terms of their positions. Paired comparisons demonstrated that the ones working at civil servant and head civil servant positions had lower scores than the ones working at section leader and senior official positions, and section leader and senior officials had lower scores than the ones working at senior executive positions. This finding seems to be parallel with the hierarchic structure of the institutions. Thus, the organizational commitment seems to increase as the position increases. Kavacık, Baltacı and Yıldız (2013) stated that there was significant difference in terms of emotional commitment sub-dimension and the department the employers were working at. Örucü and Kışlalıoğlu (2014), on the other hand, found out that there was significant difference in terms of emotional and normative commitment and the position of employees whereas there was no significant



difference in terms of attendance commitment. In conclusion, male employers, employers who were above 40, married ones, the ones working for federations, the ones who did their jobs voluntarily, the section heads and senior executives had higher organizational commitment levels.

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